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July 24, 2012

RE: Sentencing of Rajat Gupta

Dear Judge Rakoff:

While I am not in a position to comment on any of the particulars of the case against him, I wanted to add my voice to those of other friends and colleagues of Rajat Gupta who are writing to you in order to round out Rajat's profile as you consider the appropriate sentence for him.

Specifically, I would like to speak to my interactions with Rajat in the context of his work in global health and promoting the well-being of the world's poorest people. His contributions there have been significant and have made a real difference in the lives of literally millions of people around the world.

Rajat served as Chair of The Global Fund to Fight AIDS, Tuberculosis and Malaria, an organization very dear to my heart, and provided business and humanitarian leadership at a critical juncture in its development. As you may know, The Global Fund provides funds to anti-AIDS, malaria and tuberculosis programs around the world, supporting programs in over 150 countries, with a budget of \$21.7 billion. We recently celebrated the Global Fund's 10<sup>th</sup> anniversary, but I believe that might never have come to pass if it had not been for Rajat's strong leadership and advocacy in the Global Fund's early days. Because of his remarkable business background, he brought a level of clear-headed thinking and focus on results, all the while remaining a dogged advocate for the world's poor who desperately needed the treatments these funds would support. There was every reason in the world for Rajat to back out of such controversial and time-consuming volunteer work, yet he remained steadfastly dedicated to the task. And many millions of people are leading better lives – or are alive at all – thanks to the efforts he so ably supported.

Rajat's contributions to India, specifically, are equally noteworthy. He was the co-founder and founding Chairman of the Public Health Foundation of India (PHFI). As I am certain you can understand, the need for capacity building and expansion of access to basic health care in the poorest regions of India is critical. In any country, but in India most particularly, care must be taken that the money spent on health is doing the greatest possible good. With the need so evident, and with a clear goal to fix a system that was often badly broken, Rajat personally spearheaded the fund-raising to set up the PHFI and put the weight of his reputation behind it as began its work.

The PHFI continues its work to establish public health institutes throughout India. Today, there are institutes in Delhi, Gandhiagar, Hyderabad and Bhubaneswar that provide graduate degrees, diploma programs, training courses and certifications that are fundamentally improving the well-being of India's poorest people, while promoting best practices and effective programs throughout the country. It would not exist, had it not been for Rajat's commitment to the poor of India, and his generous support, encouragement and leadership.

Finally, Rajat served as an advisor to the executive leadership of the Gates Foundation and chaired the first Global Development Advisory Board. In this role, he was instrumental in pulling together the inaugural group of experts to advise us on this newest category of our giving – supporting economic development. As we approached significantly expanding our efforts to address the 2.5 billion people living on less than \$2 a day, and the more than 1 billion suffer from chronic hunger, Rajat devoted significant time to helping us determine how to shape this new area of our giving. I know most personally that the poor of the world have a profoundly capable and articulate advocate in Rajat Gupta.

Your Honor, as you balance the many interests at play, thank you for allowing me the opportunity to comment on these aspects of my interaction with Rajat Gupta which I hope will help in your coming to a fair and equitable sentence.

Sincerely,

*Bill Gates*

The Honorable Jed S. Rakoff  
United States District Judge  
Daniel Patrick Moynihan United States Courthouse  
500 Pearl Street  
New York, NY 10007-1312

August 7, 2012

The Honorable Jed S. Rakoff  
United States District Judge  
Southern District of New York  
500 Pearl Street  
New York, NY 10007

Dear Judge Rakoff,

I have known Rajat Gupta for the last twenty years. In all of my interactions with him, my experience is of a compassionate, caring, selfless, and dedicated person who worked to help those that were not as fortunate or economically privileged as others.

Rajat was a constant, formidable presence at all fundraisers and events that were dedicated to improving the quality of life for the disadvantaged, particularly those in India. When Rajat opened the business school in India, the Indian School of Business, I had the privilege of lecturing at the institution and realized that because of his efforts, these young students were receiving a world-class business education, which was previously unavailable to them in India. The doors that such an education can open for these students can truly change their lives as well as the lives of their families.

On many occasions as I traveled both in the US and in India, I met people who expressed their gratitude for Rajat's good work and how they or someone they knew had benefited from his many social and philanthropic efforts. I know too, based on conversations that we have had, how committed Rajat is to truly making a difference in this world.

In fact, several years ago, my daughter tried to launch an Internet start-up company. Rajat, who believes in helping young people out with their business ventures whenever he can, readily agreed to invest around \$250,000 in the endeavor. Unfortunately, the business never took off, and Rajat could not recoup his investment. He has never mentioned the loss to me, however, and it has never negatively impacted our friendship.

Everything I know about Rajat leads me to believe that he is a very concerned, generous, and kind person. I am deeply saddened by the situation he and his family are confronted with at the moment, and I hope and pray that their suffering will be mitigated and that Rajat will come through this trying period in his life in sound physical and emotional health. I think Rajat has tremendously contributed to humanity and has so much more offer to the world. Rajat will handle whatever comes his way, but I hope, for the sake of his family, friends, and all those who benefit from his good works, that he can put this ordeal behind him and resume building the legacy that has made everyone who knows him grateful and proud.

As a friend of Rajat's and his family's, I request that you take my letter into consideration during his sentencing and show leniency to Rajat and his family.

Sincerely,

A handwritten signature in cursive script, appearing to read "Deepak Chopra".

Deepak Chopra

DC:cr

September 21, 2012

The Honorable Jed S. Rakoff  
United States District Judge  
Southern District of New York  
500 Pearl Street  
New York, NY 10007

Re: Rajat K. Gupta

Dear Judge Rakoff,

My name is Kofi Annan, and I was Secretary General of the United Nations from 1997-2006. During this period, I got to know Rajat Gupta. He worked with me on many projects. I came to respect his judgment, and we became good friends.

I am writing this letter to tell you about his good work and to urge you to take that work into account in fashioning an appropriate sentence. I do not have any knowledge of the facts related to the case before you, and I cannot add or subtract from the evidence that relates to that case. But based on our work together over the years, I do have a certain knowledge and understanding of Rajat. He is a person who has conducted his life with an admirable sense of purpose and desire to improve the lives of people in trouble around the world. He has devoted his time, energy and talent – with no expectation of personal benefit or gain – to projects that are wholly admirable and worthy of praise.

When I became Secretary General, I undertook an ambitious effort to bring about reforms in the management and administration of the United Nations. These proposed reforms were radical and far-reaching. I asked Rajat to be my advisor for Management Reform. I asked him to do this for three reasons: (1) Rajat had expertise in management, and we needed that; (2) While serving as Chairman of the United Nations Association of America, he got to know the United Nations, and we needed that; and (3) This task required an individual who would work hard and whose integrity was unquestioned. Rajat was that kind of a person.

As my advisor, Rajat worked with leaders of the NGO community, with UN ambassadors and top UN officials to forge alliances and create the momentum needed to accomplish reform. Rajat was superb. As a result of his efforts, we achieved much of what we set out to do.

During these two years, we had many conversations, and we developed a friendship. I found that Rajat was engaged in this work for all the right reasons. He wanted to make the United Nations a stronger and more powerful force in the world, not only to advance its humanitarian missions but to advance the cause of peace. Rajat was determined to make a difference, and I was grateful for his assistance.

Rajat and I also worked together on the Global Fund for Aids, Malaria, and Tuberculosis, a public-private partnership aimed at eliminating – or at least protecting populations from – these deadly diseases. The Board was composed of representatives from governments, civil society

and the private sector. Rajat was the founding representative of the private sector on the Board. After some years of service on the Board, he was elected Chairman of the Fund. For someone from the private sector to be elected Chairman was a unique achievement and a testament to the respect he had among his peers.

The Fund raised over \$12 billion over a three year period which was unprecedented. In 2001, few living with HIV in Africa had access to antiretroviral medicines. Today, more than 3.3 million people are on treatments supported by the Global Fund, and the Fund is the largest donor in the world to tuberculosis and malaria programs. Operating in 150 countries, it has contributed to the treatment of more than 8 million cases of tuberculosis and has distributed 230 million insecticide-treated nets. Deaths from malaria are down nearly 40 percent in most of Africa. Rajat has a right to be proud of his work at the Global Fund, and millions of people are alive today because of his leadership.

In 1999, I launched the United Nations Global Compact, an effort designed to encourage corporate social responsibility around the world by asking multinational corporations to respect certain basic principles with respect to the environment, human rights and core labor standards. Rajat helped me think through how best to engage business and secure support for this endeavor.

It is true that individuals with records of success like Rajat Gupta's have more opportunity to give back and to contribute to humanitarian causes. But many choose not to do so. They do not feel they have the time, and many have no interest. Rajat Gupta is not that kind of person.

I urge you to recognize Rajat for the good that he has done in this world, to give him the credit that he deserves for helping others and to take into account his efforts to improve the lives of millions of people. Thank you for this opportunity to contribute to your deliberations.

Respectfully,



Kofi Annan

LEONARD A. LAUDER

NEW YORK 10153

October 4, 2012

The Honorable Jed S. Rakoff  
United States District Judge  
Southern District of New York  
500 Pearl Street  
New York, NY 10007

Your Honor:

I am writing in support of Mr. Rajat Gupta, whom I have known for some 15 years. We met through our service on the board of the University of Pennsylvania's Joseph H. Lauder Institute of Management and International Studies, which my brother, Ronald, and I founded in 1983. Mr. Gupta was on the Institute's Board until recently, and I have served as a board member since its founding.

I have always known Mr. Gupta to be of excellent character and great integrity. He is well respected and liked by all.

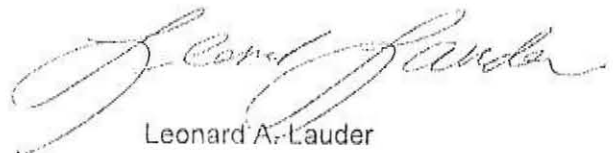
In addition, Mr. Gupta cherishes his family. He is devoted to his wife and daughters—and they to him. He is so proud of all of them and their many accomplishments. I'm delighted that one of his daughters worked as a summer intern at The Estée Lauder Companies Inc. (of which I am chairman emeritus) last summer, and this fall will begin a 24-month training program, which generally culminates in a full-time position.

It is with great respect that I request leniency for Mr. Gupta. I ask the Court to consider the whole man and the good he has done through his philanthropic efforts—and to think especially of his dear family at this time.

It is difficult to describe a man and his character in full in a letter. If you would like to speak with me, I can be reached at 212.572.4206. It would be my great pleasure to share with you even more of Mr. Gupta's many fine qualities.

With kind regards.

Sincerely yours,



Leonard A. Lauder

LAL/jh

Ajit Jain

September 13, 2012

The Honorable Jed S. Rakoff  
United States District Judge  
Southern District of New York  
500 Pearl Street  
New York, NY 10007

Dear Judge Rakoff:

I am writing to you in the hope that my personal knowledge and views about Rajat Gupta's character and integrity might shed some favorable light upon him as you consider the sentence that will be imposed upon Rajat. I have known Rajat socially for many years, our families have socialized together, and certainly his personal and professional credentials in the Indian-American community have been well known to me for some time I should note that I was a witness during Rajat's trial, although my testimony was taken by videotape in order to accommodate my business travel commitments.

I recognize that, given Rajat's high profile and many professional credentials, it might have been possible to form the view during his trial that he abused his many positions of trust for personal gain or aggrandizement. That view is wholly inconsistent with the character of the man I know, who customarily chided me during our social meetings to become more active philanthropic causes, as he viewed such activity to be the obligation of those who have been particularly fortunate in life. On no occasion of our meetings did Rajat ever seek to inappropriately obtain or leverage information or opportunity by speaking with me, and I would have considered even a mild effort in that regard to be completed foreign to his character and standards of personal and professional conduct. I know that myself and others have given testimony to Rajat's many charitable and philanthropic efforts, and I can think of few individuals who better exhibited the kind of discretion, professionalism and trustworthiness that some of the world's most successful companies and enterprises came to appreciate in Rajat.

Indeed the situation in which Rajat now finds himself is so inconsistent with his values and personal history that I can assure you that he has already paid a terrible price. He has been disgraced personally and professionally, and the financial security he established over his lifetime has been wiped out. If Rajat had led the kind of life that one could easily reconcile with the type of person who inappropriately sought to exploit his privilege for personal financial gain, then he fairly might be expected to face an outcome such as this, and I would be unable to muster any sympathy for him. As it is, however, the lives of both he and his family have been completely devastated by this situation, as the crimes he has been convicted of are so far removed from the kind of life he has led. I would hope that the quality of the positive contributions that have marked his life, together with the harshness of the price he has paid, would be considered in handing down the sentence.

Given those substantial contributions, I suspect there are more meaningfully redemptive possibilities for Rajat than a substantial period of incarceration. Perhaps they need not be ignored as you consider his punishment.

Respectfully submitted,



Ajit Jain



**Reliance**  
Industries Limited

Mukesh D. Ambani  
Chairman & Managing Director

The Honorable Jed S. Rakoff  
United States District Judge  
Southern District of New York  
500 Pearl Street  
New York, NY 10007

July 26, 2012

Dear Judge Rakoff,

I have known Rajat now for over 20 years. In every conversation I have had with him over the years, he was always talking about the things he wanted to do for India, for others, and never about himself.

I remember the many conversations he had over the last 10 years about doing something to improve the state of health care in India. He felt that there was little attention being paid to prevention and so he had come up with the idea of creating a public private partnership in this area – an idea that had never been done in India. He worked tirelessly, gave generously of his time and money to help set up the Institute ( Public Health Foundation of India). I also recall the specific discussions we had about creating a “model district” (India has approximately 550 districts, each district has about 2 million people). The “model” is intended to be a model in health outcomes. The idea is to redesign the entire health delivery system including emphasizing preventative health aspects. It will also mean building up capacity for health workers in the district. It was heartening to see his enthusiasm and it helped me decide to get involved with it. I became a board member of the PHFI and a Chairman aof the Indain School of Public Health in Gujarat. Also as a direct result of Rajat’s enthusiasm, the Reliance Foundation (which I established) along with PHFI has developed a specific plan to address health in a couple of districts in the state of Gujarat. This is a very important initiative, and he spent an enormous amount of personal time in making sure this happens. In everything that Rajat did, he claimed little or no credit- always preferring to let others get the credit.

He always quoted the Bhagvad Gita verse that said

“ You are only entitled to do your duty, not to the fruits of that duty,” and he lived by that credo.



**Reliance**  
Industries Limited

Mukesh D. Ambani  
Chairman & Managing Director

No matter where he was in the world, he always found time to stay in touch and be available when I needed him. He is a man of great character and his footprint on India is huge.

I respect Rajat for his selfless dedication and humility and he will always be a friend of mine. I hope that you will consider this as you look at his sentence.

With warm regards,

Sincerely,



Mukesh Ambani

The Honorable Jed S. Rakoff  
United States District Judge  
Southern District of New York  
500 Pearl Street  
New York, NY 10007

August 1, 2012

Dear Judge,

Thank you for the opportunity to provide some thoughts and my perspective on Rajat Gupta. I sincerely hope that his extraordinary life and contributions on so many fronts will be deeply considered when determining an appropriate sentence.

I am a former Chairman and CEO of Bristol-Myers Squibb (BMS), and subsequent to that, Chairman and CEO of Gemin X, a start up, venture capital backed oncology company. Currently, I am Chairman of ChildObesity 180, Vice Chair of the Board of Trustees of Tufts University and on various other not for profit Board of Directors including The Partnership for a Healthier America and the Center on Addiction and Substance Abuse (CASA) at Columbia. I also serve on the Board of Overseers of the Tuck School at Dartmouth and on a Save the Children Advisory Board. In the for profit world, I am on the Board of Directors of Vitality, a health and wellness company and on the advisory board of a life sciences Venture Capital fund. In the past, I have served on the Board of Directors of the American Express Company and am a past Chairman of PhRMA (pharmaceutical research and manufacturer's association).

I knew of Rajat prior to becoming the CEO of Bristol-Myers Squibb, as his sterling reputation as an advisor to the CEOs of one or two of the largest pharmaceutical companies and others was well known. I was also aware of his significant involvement in the non profit arena with global health issues. I got to know him personally in 2004 as the Managing Partner of McKinsey while I was in the CEO role at BMS. While I will speak to his positive impact on the business relationship between McKinsey and BMS, his biggest impact on me personally, was after I left the company and my initial CEO role.

First, the long standing McKinsey and Bristol-Myers Squibb relationship had become somewhat strained around 2003. The trouble had nothing to do with its Managing Partner, but Rajat took the lead in rebuilding the relationship, initially, by beginning to build a personal relationship with me. In addition to discussing challenges in the industry and within BMS, we discussed some of the global AIDS challenges and what could be done to alleviate some of that burden in the poorest countries. Ultimately, this led to the companies' relationship being rebuilt and McKinsey again being a preferred consulting partner. Rajat performed his role as Managing Partner exceptionally well. But in many ways, that would be expected given his longstanding success and the high regard he was held in among industry's leaders.

What was less expected was the impact he had after we were no longer in a consultant advisor -

client relationship. After an unplanned exit from Bristol-Myers Squibb, I was a former CEO, not getting many expressions of interest from recruiters or other companies to pursue other new CEO roles. Many business associates I had known for decades were surprisingly invisible. Six months to a year later, I could count on one hand the number of very senior people in industry that I knew that had actively reached out, insisted we get together and wanted to know how they could help. Rajat was in that very small group. At the time, and maybe a little jaundiced by what was happening (or more accurately, not happening) I wondered why he was on the short list of people who positively surprised me. He clearly was at the peak of his game, I hadn't known him that long and I clearly was not going to be hiring McKinsey to begin a series of profitable consulting assignments. As I thought about our planned lunch meeting near his office in Stamford, Connecticut, I wondered, "why him"?

During lunch, we talked about a wide range of topics, including our happy and successful kids, his early thoughts about his post McKinsey plans as he began to consider his own next steps and what kinds of things I was considering I might do next. Rajat shared his thoughts about spending 1/3 rd of his time on business interests and activities, 1/3rd of his time on non profits and making the world a better place and 1/3rd of his time serving on various boards of directors. By then, I had been offered the top business/administration position at a major research university, and we discussed whether that path might lead to a university president opportunity. We concluded being Chair of the Board of Trustees of a major university, along with other activities, could be a more interesting path. He was totally non-judgmental, not particularly interested in what had happened at Bristol-Myers Squibb and very much treated me as an equal. He clearly had no agenda other than to be helpful. I walked away respecting him even more, inspired to be that person for others when they faced unexpected challenges and informed with a new concept that I had not been considering; if someone as successful as Rajat was contemplating a portfolio of activities and not simply looking for the next major role that occupied 100 percent of his time, why wasn't I doing the same?

Since that discussion, I have spent about 1/3rd of my time on business interests, activities and for profit boards. That includes two years of service as part time Chairman and CEO of Gemin X, a venture capital backed oncology company successfully sold in 2011. I have spent about 1/3rd of my time serving on non profit boards and about 1/3 rd of my time starting a non profit (Child Obesity 180) that now has 25 full time employees and \$15 million in financial support. As Vice Chair of the Board of Trustees at Tufts, I am a candidate to be the next Board Chair within 6-12 months.

Rajat's interest and help didn't end with the initial inspiration. He followed up a year or so later, scheduled lunch to get an update on my activities and offered to use his extensive network to get the right introductions to the most senior people at companies like Coca Cola, who might be important to my ChldObesity180 effort. He was very positive, enthusiastic and encouraging about developments and progress. And again, he had no other agenda than to be helpful.

So why do I think Rajat was one of very few individuals who made the effort to connect when he clearly didn't need to and I did not really expect him to do so? All of my interactions with him suggest he is a person of unusual substance, character and integrity who thought he could be

helpful to me and needed no more rationale than that.

I sincerely hope this adds to the composite of Rajat's life and provides some perspective on the type of person Rajat is and the positive impact that he has made. Rajat was there when I needed him, and his support not only benefitted me, but will benefit those who will hopefully be helped by my not for profit work. In my book, he is deserving of every consideration possible, and I respectfully request that, as a result, you consider giving him a lenient sentence. He definitively helped me get to a place where I could make meaningful contributions in many areas.

Thank you.

A handwritten signature in black ink, appearing to read "Peter R. Dolan". The signature is fluid and cursive, with the first name "Peter" and last name "Dolan" being clearly legible.

Peter R. Dolan

Miles D. White  
Chairman of the Board and  
Chief Executive Officer

Abbott  
[REDACTED]  
Abbott Park, IL 60064-6020

September 14, 2012

The Honorable Jed S. Rakoff  
United States District Judge  
Southern District of New York  
500 Pearl Street  
New York, NY 10007

Dear Judge Rakoff:

My name is Miles D. White. Since 1999 I have been Chairman and Chief Executive Officer of Abbott, a diversified healthcare products manufacturer founded in 1888, headquartered in suburban Chicago, and ranked number 71 on the Fortune 500 list of leading U.S.-based companies. I am writing to you to share my thoughts, feelings and insights on Rajat K. Gupta, whom I have had the good fortune to know for 30 years. It is my sincere hope that I can help you to understand more about Rajat as a leader of the business community and of civil society, as a man of good character and high integrity, and as a trusted counselor and friend, so as to help you form a fuller understanding of him and the totality of his life and contributions as you make such crucial decisions about his future.

I first met Rajat Gupta in 1982. I was a young associate at McKinsey & Co. and was assigned to work under him on a project based out of Copenhagen, Denmark. Rajat was the head of the office, a role he had assumed in the preceding year when he took over from a predecessor suffering a personal crisis. He managed this transition very delicately and effectively, exercising great discretion and compassion, and instilling confidence in this organization while stabilizing its operations.

I worked with Rajat on this project for approximately six months before returning to the Chicago office. In that time I saw in him the precise qualities that would lead to his election, in 1994, as the firm's managing partner: not just his superior intellect and skill, but his commitment to people -- his clients, his colleagues, and others -- and unusually high standards of conduct, personally and professionally. It was his personal integrity and ability to build strong bonds of trust with clients and partners that led him to be elected McKinsey's managing partner at an unusually young age, making him the firm's first non-American managing partner as well as the first Indian-born CEO of a global western company. It is also important to note that he was re-elected to this post twice -- no small feat in an organization of competitive, high-level partners; and it is even more important to understand that it was he himself who led the establishment of term limits for the managing partner so as to instill good governance in the organization. In my view, he was a virtually perfect head of the firm, embodying its very best principles and traditions.

The Honorable Jed S. Rakoff  
Page Two  
September 14, 2012

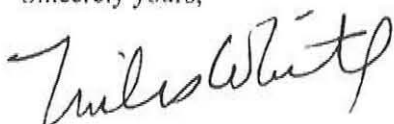
So, Rajat's McKinsey career speaks to a person of rare quality. The same is true of his actions and achievements outside the firm. You are well aware of his impressive resume, so I won't recapitulate it in detail; but he has given back to our society in so many ways, as a leader of important institutions of business, education and philanthropy. His personal commitment to the Global Fund to Fight AIDS, Tuberculosis and Malaria, in particular, speaks to the quality of his character: he has given very generously of his time, talents, and personal resources to this altruistic effort, to which he has been deeply dedicated. And he brought that same kind of commitment to all of the worthy endeavors to which he has lent his abilities: The Gates Foundation and its Global Health Initiative, the Global Health Council, the Harvard School of Public Health, among others. Abbott is also involved in global health issues, particularly relating to HIV/AIDS, which gave me further opportunity to work with Rajat, as we were both involved with the Global Fund; as ever, I found him to be completely engaged in this work, bringing his great skills and intelligence to bear to selflessly help millions of people around the world.

After reporting to Rajat in Copenhagen I stayed in touch with him over the years. He was always open, encouraging and mentoring when he was a senior person at McKinsey and I was still in the early stages of my career. After I moved to Abbott in 1984, he remained so. As Abbott expanded its business in India's emerging market we again had interests in common, and he was always happy to bring people together, helping Abbott find its way in India through the extraordinary network he has built through a lifetime of being a good friend, partner and counselor to so many around the world. A striking example of this occurred several years ago when I was Chairman of the Economic Club of Chicago. When the scheduled speaker for an important Club event cancelled late in the process, I asked Rajat to take his place. He very graciously accepted and delivered an outstanding address. Most notably, the room was filled with all of the leaders of the Chicago business community, who came to see Rajat out of the great respect they had for his business insight and the high esteem in which they held him personally. His reputation was always the foundation of Rajat's great success; and that reputation was well deserved and hard earned, through decades of unimpeachable behavior.

Your Honor, I believe that high opinion to have been very well earned over a long lifetime of extraordinary achievement and exemplary conduct. I respectfully request that you consider the myriad ways in which Rajat's good works and remarkably productive life have benefitted countless people around the world. Rajat's contributions to global welfare – in business, in philanthropy, in education, in civil society – have been rivaled by very few people.

Judge Rakoff, I thank you for your time and your consideration, and I hope that, when you take into account the immense good he has done for so many for so long, that you will exercise leniency toward Rajat Gupta. Again, thank you very much for allowing me to express my thoughts on my friend and colleague, Rajat. I wish you well in making the difficult and important decision ahead of you.

Sincerely yours,



September 4, 2012

The Honorable Jed S. Rakoff  
United States District Judge  
Southern District of New York  
500 Pearl Street  
New York, NY 10007

Honorable Judge Rakoff,

My name is Anita Gupta and I am writing to you to request for leniency in the sentencing of my husband Rajat Gupta. Your Honor, I sat in your courtroom with my four daughters for almost a month and watched my husband being accused and then convicted of serious crimes. For all of us this was a surreal and heart breaking experience. I know I have to accept the decision of the jury but I cannot but feel that who my husband is and what he stands for did not fully come out at the trial. Your Honor, I hope that if I tell you our story you will have a better understanding of the extraordinary man whose future you hold in your hands.

I met Rajat in 1968 when I joined the Indian Institute of Technology to study electrical engineering. My mother had died in childbirth the summer before, leaving my father with four children, the oldest being me and the youngest a newborn infant, my brother Arvind. I was the only girl in a graduating class of 250, shy and scared and still reeling from the sudden death of my mother. Rajat was a big man on campus, bright, talented, popular, head of the student government and very involved in all extracurricular activities. We met while acting in a one act English play whose name I have long forgotten. But I have never forgotten his kindness to the very shy, quiet, small town girl who felt so out of place.

As I got to know him better I was shocked to learn that he had lost his mother that summer too and his father a few years earlier. I had my father, my grandparents and a wonderfully supportive group of aunts and uncles and still had a very hard time dealing with my loss. Rajat and his siblings had nobody; his aunts and uncles were more of a responsibility than help. Rajat never complained about his lot, took wonderful care of his siblings and continued to excel at everything he did. My father, a deeply spiritual man, had always tried to comfort me with lessons from the Bhagavadgita, to accept sad and happy events with equal grace, to do my best but never get attached to the results and so on. I had a print of my father's favorite shlokas hanging in my dorm room but it was Rajat who seemed to instinctively follow the most important teachings of the Bhagavadgita.

I remember so clearly sitting in the campus coffee shop while Rajat wrote his essays for his Harvard Business School application. It seemed like such a dream at that time. When he was accepted with significant financial aid, he agonized a lot as

he had a great job offer, which in the Indian economy at that point was a very big deal. He also felt he would not be there to look after his siblings, especially his younger brother, about whom he worried a lot. After a lot of soul searching and advice from friends and family he decided it was an opportunity he could not afford to miss.

I was very proud of the decision he took as I thought it was the best for him as well as his siblings, but in all honesty when Rajat left for HBS I thought that was the last I would see of him. People change when they go to America; I was told by well meaning friends. But he wrote long letters to me everyday and in the summer of 1973, when I graduated from IIT and he from HBS, he came home and we got married. We started our life together in a furnished studio apartment in Columbia University's married student dorm. I went to graduate school and Rajat started work at McKinsey. Money was tight, our families were far away and the workload was pretty intense but still those were some of the happiest days of our lives.

Thirty nine years and four daughters and two granddaughters later whenever I try to picture my husband in my mind, I see him tired and jet lagged sleeping on the family room couch with a baby sleeping on his chest. That was always his favorite thing to do and his girls have always been the most important things in his life. A consultant's life is not easy, lot of travel and unpredictable work hours. He still found time to change diapers, give baths and walk colicky babies up and down all hours of the night. As they grew older, he loved playing games with them. They graduated from chutes and ladders and go fish to monopoly, scrabble and bridge. He loved working on math problems with them and looked really woebegone when he realized our oldest daughter had moved on to a math level he could no longer help with. He has always been incredibly patient with them, letting them try and find their own passions and paths in life. I have never ever heard him raise his voice or scold his daughters. He always listened, gently guided and encouraged and was always there for them.

Rajat has always felt very grateful to all the people and institutions that helped him after his parents died and paid for his education so he could become who he is. Consequently helping and taking care of people has always been the most important part of Rajat's life. We were visiting Delhi during Christmas break in 1984 when my father suddenly died of a stroke. Everybody was in shock and didn't know which way to turn. My sister was still in college and my younger brother was just 16. Rajat took charge and since that day has been a father to my siblings in every way. He has put them through graduate school, guided them in their careers and provided them love and support. They are adults now with spouses and children and he is still there for them when they need him. The helping and caring doesn't stop at our immediate families or even our extended families. Rajat is always there for anybody who needs a helping hand. He gives career advice to any young or not so young people who ask him, business advice or angel investments to any entrepreneurs starting out, financial aid to students stuck for lack of funds, help with doctors and money for anybody with a health problem and so on. Our home has always been

open to family and friends and friends of friends who need a place to stay. I have learned to keep my refrigerator well stocked and to cook large amounts, as I never know who would be asked to stay for dinner.

After stepping down from running McKinsey, Rajat used his strategic and organizational skills and took his passion for helping people to a whole new level. First came the Indian School of Business, a project he had started work on while running McKinsey. It was a bold idea and most people (including me) said it could not be done. Rajat has always believed that any project that needs to be done can always be done and he worked even harder to make ISB a reality. When I visited ISB for the first time the amazing campus and incredibly talented graduating class just blew me away. The fact that these young people had got such a great education right there in India and this wonderful world of opportunity had opened up for them made me immensely proud of my husband. The Global Fund for Aids, Tuberculosis and Malaria was another organization very dear to his heart. He passionately believed in its cause, spent enormous amounts of time and energy on it and I am told over and over again by people associated with the Fund that he has helped save millions of lives. The Public Health Foundation of India was Rajat's next big project. It is an innovative idea, a public private partnership for which he tirelessly petitioned the Indian government and raised funds for all over the world. The foundation has and will have a profound effect on the health of the poor and disadvantaged in India. Also there is Pratham and the Gates foundation and numerous other charitable boards and organizations he served on with great dedication. Even though I have been immensely proud of his achievements I have often worried about his workload and his hectic travel schedule and its effect on his health. I tried often to get him to slow down but there was always one more organization or one more group of people who needed help and when it came to helping people Rajat Gupta has never learned how to say no.

As I have said, I do know I have to accept the decision of the jury. At this time of sentencing, in addition to the verdict, I ask Your Honor also to consider that Rajat worked very hard and had a strong sense of responsibility towards all of the institutions he served, including Goldman Sachs. As Your Honor knows, four years ago, Rajat discussed with Mr. Blankfein the possibility of Rajat's joining KKR as an advisor. A number of other Goldman directors were involved with similar entities and Rajat did not think there would be a problem. I was present when this conversation took place during the Tsinghua University board meeting in Beijing that the board members and spouses were invited to attend. Mr. Blankfein loudly gave Rajat an ultimatum that he had to choose between Goldman and KKR. Rajat subsequently resigned from the Goldman Sachs board. They had a farewell lunch for him, gave him cufflinks and made nice speeches. Of course the financial crisis hit, and the resignation of Rajat Gupta did not suit Mr. Blankfein anymore. He then got John Bryan, the lead director of the Board, to talk Rajat back onto the board. I tried very hard to counsel Rajat against it because I felt he had been treated unfairly by Goldman Sachs and that he did not owe them anything, but he felt he owed Goldman Sachs his loyalty at this difficult time and it was his duty to go back in their

time of need. His decision was borne of a sense of loyalty and commitment to Goldman Sachs, and was emblematic of the loyalty he showed to all of the institutions, for profit and not for profit, that he has served in his life.

Rajat has always trusted people and seen only the good in them. I am much more cynical or just more realistic about people and motives and have tried in vain over the years to moderate his "great guy" and "good friend" descriptions. He lends or gives money to everybody with a hard luck story. He invested with anybody who came to him or was sent to him by friends without asking too many questions much to our financial advisors dismay. He could never imagine his friends or business associates could be involved in unlawful activities or would try to cheat him in anyway. He never holds a grudge and he always forgives. During the present crisis, a lot of his "good friends" have disappeared or cooperated against him in the hope of getting leniency and some who could be helpful did not step forward. But I have never heard him accuse them of anything and I know that in his heart he has long forgiven them. I try very hard Your Honor to emulate my husband but what has happened to this good and honest man has been unbearable to witness and impossible for me to forgive.

The last two years have been devastating for my husband and my family. My husband who always was an extremely busy professional, well respected and almost revered, has been called a criminal. The reputation that was built on a lifetime of hard work and dedication is in tatters. He is no longer actively involved with the remarkable institutions he put all his passion and energy into. Everyday has brought a new humiliation, professionally, personally and financially. I have always known my husband is a strong man but watching him go through this shattering experience with such strength and grace, I am in awe of him. He does not worry about what the future holds for him but only about the effect on his family and those close to him. He feels the terrible injustice of his situation but keeps reminding us that there are far worst injustices in the world and he is lucky to have all of us to support him. He keeps assuring us that every experience in life even the worst ones can be used to enrich one's life.

I do not have his strength and his ability to deal with what has happened to us. My girls put up a brave face but I see the pain and fear in their eyes and don't know how to comfort them. I know how hard it is for them because they believe so strongly in their father and the generous, good and honest man he has always been. Rajat and I have faced life without the guidance and support of our parents and I know how painfully hard it is. I have always hoped and prayed that we stay around for our children and grandchildren as long as they need us. My worst nightmare has always been that I would have to raise my children alone as my father so bravely did. I worried about plane crashes and car accidents and cancer but never in my wildest dreams did I imagine that I could be separated from my husband in this way.

Your Honor when you decide my husband's sentence, I hope you will see the good in the man who always only saw the good in other people. Not just his future but also the future of my family is in your hands. I never thought I would have to ask

anybody but my God for mercy but today I am asking you for mercy for my husband and my family.

Thank you for listening,

*Shirita N Gupta*

Geetanjali Gupta  
[REDACTED]

August 25<sup>th</sup>, 2012

The Honorable Jed S. Rakoff  
United States District Judge  
Southern District of New York  
500 Pearl Street  
New York, NY 10007

Dear Judge Rakoff,

My name is Geetanjali Gupta. I am writing to request leniency for my father, Rajat Gupta. As you make your decision on his sentence, I would respectfully ask you to also take into account the admirable life he has led, the incredible contributions he has and can still make, and most importantly to myself, my sisters, and my daughters, the amazing father and grandfather he has been and continues to be.

I am the oldest of Rajat Gupta's four daughters. I live in Newton, MA with my twin daughters, Meera and Nisa, my husband Meka, and his parents, Rosemary and Vincent. I have worked at the endowment of Harvard University since I graduated from its joint JD/MBA program six years ago.

My father's support and guidance has been profoundly important to my life, and critical to any success I have had, starting from when I was very young. In grade school, I tested into an advanced mathematics program, which involved attending an accelerated math class in sixth grade and then getting bused to our local high school for classes in seventh and eighth grade. My family had moved from Denmark to the United States a few years prior, and my parents, not understanding the parental lobbying required in our school district, had not initially pushed to have me included in advanced classes, so I started the first math class late, quite behind, and very overwhelmed. My father would wake up early every Saturday morning to teach me math for hours. He was, and still remains, the best math teacher I have ever had. He was incredibly patient, clear, and calm. He showed me how satisfying it could be to solve problems, particularly ones that initially seemed out of reach.

While I appreciated the time my father spent every weekend with me even then, now that I am working and traveling extensively with two young children myself, I realize how incredible it really was. He must have been exhausted all those mornings, as he typically flew back home late on Friday nights after a grueling week at a client's offices. And he couldn't possibly have remembered all those arcane trigonometry rules so many years later (I know I don't now), so he must have woken up even earlier to read through my books and relearn them himself before he could teach them to me. But he never failed to wake up, never became frustrated, and always encouraged me.

My father's expert instruction helped me become the best student in the class and provided me with a lifelong confidence and sense of self-worth. I left for boarding school my freshman year of high school; I wasn't initially a good student. I didn't know how to manage my time well. But I was one of three freshmen placed in a pre-calculus class that was typically all juniors, and I had something at which I knew I was excellent, which anchored me as I turned my high school performance around, leading to early admission to Harvard. I was the only woman in most of my higher-level math classes in high school and one of the few women in my applied math concentration in college, but I never felt unequal or less capable, because my father had instilled in me that confidence in my ability to tackle any problem. My father always pushed us to push ourselves – to take classes that were harder, even if we didn't do as well; to go into areas where there might be fewer people like us succeeding (as he had himself); to try things that were new to us or were nervous about rather than what was conventional or comfortable.

While interviewing for a job at a large private equity firm after graduate school, I met with a partner who knew my father slightly. The first thing he told me was that he was surprised my parents were letting me interview for a job like this – it was very demanding for a young woman. I remember being astounded at that statement; it was so different from the values of equality and independence which my father had instilled in me. When we visited India as children, people would often express sympathy to my father for having so many girls and no boys, but he would always laugh at them and tell them he was lucky. And it was easy to believe him because he lived out that sentiment in everything he did, from marrying a true intellectual partner, to supporting our academic and career aspirations, to promoting and supporting women at McKinsey and the many other organizations in which he was involved.

Even though my father always encouraged us to excel, he also encouraged us to pursue what interested us, which is unusual and forward-thinking, particularly for an Indian parent. During my junior year of college, I decided to suspend my studies. I ended up going to cooking school for a semester and then doing non-profit legal work for a semester. Rather than getting upset or angry, my father was completely supportive, even helping me research cooking programs. During this year I realized how much I missed my classes and the academic experience at Harvard, and I came back refreshed and refocused. I also became a pretty good chef and started a tradition of cooking traditional Thanksgiving dinner with my cousin, Partho. This became a

particularly important and poignant tradition for my family, and a way to honor Partlio's memory, after he was diagnosed with leukemia and passed away. Taking the time off ended up being a very good experience for me; I will always be grateful for my father's trust and confidence in my ability to make the right decisions for my life. As I think about how I want to raise my own daughters, I hope that I will be brave enough to allow them to make their own choices, as my father did.

Waking up every weekend to teach me math was just one example of how my father always found time for me and my sisters, despite his incredibly demanding job. Whenever my sisters or I would call, he would always pick up – even in the middle of a meeting. He has moved all of us in and out of countless dorm rooms; the first time he met my (now) husband was when he recruited him to help carry my TV down from my fourth-floor freshman year dorm room. When I was searching for my first house in Boston, he visited countless properties with me, calmed me when the process became particularly difficult, and negotiated on my behalf when I called him panic-stricken from a trip to Ireland with a barely working phone when it looked like the deal would fall apart.

Rather than being apart from us for too long, our father would take us on trips around the world with him as he worked – he thought that was a better education for us than the couple of days of school we would miss. I lost my first tooth biting into an apple in Paris, spent my eleventh birthday in London, and helped afflict a poor restaurant full of people with endless rounds of “Old McDonald” as my family tried to keep my littlest sister entertained over dinner in St. Petersburg. When he was elected Managing Director of McKinsey for the first time, my father was invited to join a prestigious country club in Chicago (where he would have been the first non-white member), but he told them he wasn't interested because he couldn't take the time away from his family on the weekend to play golf. He would make scrambled eggs for us in the mornings and stay up late doing school projects with us nights. He was and is an amazing, loving, involved father.

My father has always been focused on education, both in our lives and in his philanthropic activities. He loved his experiences at the Indian Institute of Technology and especially at Harvard Business School. I still have my HBS t-shirt from when he took me to visit the campus my first time in Boston; I was 12 and barely understood what he did, let alone what a business school was. He was so proud when I graduated from HBS myself, exuberantly cheering from the audience when I received my diploma (my mother, on the other hand, came from a family of lawyers and was much more excited about my adjoining graduation from law school). My younger sister, Aditi, graduated from HBS during the trial and it was devastating to him not to be there; the contrast with our joyous family celebration six years ago put in stark relief how much our lives have changed. My father's belief in the importance of education is what has led him to devote so much of his time to improving educational opportunities for people around the world,

and to financing the education of most of our extended family as well as the children of many friends.

My father is one of the most optimistic, positive, and giving people I know – so much so that he can seem at times to have a naïve belief in people – but which is why, I think, he has been so successful in his career and in his philanthropic work. There is no problem my father doesn't think can be solved, and nothing he won't try to help you fix. Even in the week after the verdict against him, my father came to Boston to help organize my house with me, completely rearranging our downstairs in a way that somehow seemed to double the space and create a new playroom for our daughters. As he faces the possibility of prison, the thing he wanted most to do was be productive, and to help us be as settled as possible beforehand. My father had a very difficult early childhood; he lost both parents when he was a teenager and had to assume responsibility for himself and his siblings. He came to the U.S. with nothing, supporting himself through business school with a 4 a.m. paper delivery route. But, if it were left up to my father, I would never know how challenging it had been – he never complained, never contrasted his upbringing with all he has been able to provide us, never dwelled on it. He has always believed that there is a positive side to every situation and that there is good at the heart of everyone, and the hundreds of letters you have received from his family and friends are a testament to the life he has lived following that philosophy. Instead of dwelling on difficulties, he has always tried to use his success to help others and has encouraged us to think about how we can do the same with our careers, encouraging me, for example, to work for an institution whose mission I really care about rather than taking a more lucrative job in finance, and to use my skills in volunteer consulting work in addition to my full-time job.

As wonderful of a father as he has been to me and my sisters, he is an even more dedicated and doting grandfather. My sisters and I never had any grandparents growing up and I didn't understand what we had missed until I saw my father and mother with my two daughters. After my daughters were born, I spent two months of my maternity leave with my parents, my father staying up night after night with Meera and Nisa. He was often the only one who could calm them down, and I have memories of many evenings of him dancing with the two of them in our kitchen. I travel quite a lot for work, and my husband, until recently, had the busy and unpredictable schedule of a medical resident. My parents have readily looked after Meera and Nisa every time I have had to leave them, and my daughters adore their "Nanna." When I think about what has happened to our family over the last two years and how devastating it has been, I feel like I can deal with just about everything except for the thought of my father not getting a chance to watch Meera and Nisa grow up, never carrying them on his shoulders for their morning walks again, not teaching them like he taught me. Every time I see him with them now, I feel like we are on borrowed time – and I find myself fighting back tears at the possibility of what they will lose.

The last two years, culminating with the verdict against my father, have been an incredibly difficult time for my parents and my family. It has been an agonizing process, with the worst thing we thought couldn't possibly happen happening again and again and again.

*Redacted*

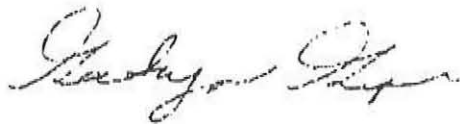
But that has been nothing compared to watching the impact on my family. There are moments I keep coming back to: my youngest sister sobbing when the verdict was read, my father's brother walking through our front door and collapsing on him,

*Redacted*

Throughout it all, my father has been amazingly strong, and his selflessness in the face of personal tragedy has made him even more of a role model for how I want to live my life. Even as he has lost nearly everything that was important to him – his professional reputation, his ability to make an impact in the organizations and causes he cares so much about, and now possibly his freedom – his focus has been on how to take care of all of us and to provide for us and the network of people who depend on him. Only now, as we contemplate the possibility of losing him, have I realized how many people my father has helped, comforted, cared for, and supported

While I realize the seriousness of the crimes my father has been convicted of, I beg of you to show compassion, and to weigh them against all the good he has accomplished, and could still accomplish, if given the opportunity.

Sincerely,



Geetanjali Gupta

August 4, 2012

The Honorable Jed S. Rakoff  
United States District Judge  
Southern District of New York  
500 Pearl Street  
New York, NY 1007

Dear Judge Rakoff—

I am writing you to ask for leniency in the sentencing of my father, Rajat Gupta. I am Rajat's third daughter, and over the entire 27 years of my life my father has been one of my closest confidants and greatest champions. I rely on him for guidance and support in things both big and small. There are many people who have come to depend on my father, but none more so than my sisters and me. The weeks of my father's trial were the worst days of my life, not only for the toll that they took on him and my family, but also because I lived each day with increasing fear that the person I depend on more than anyone else in the world may not always be a phone call away. As I sat down to write to you, there were hundreds of stories that I thought about telling, but even as I ran through them in my head, I knew that they would not come close to expressing the patience, compassion and forgiveness that he has demonstrated as a father. I ask that you take into account the role he has played in my life as you consider his sentence. My father has proved himself strong enough to survive any challenge, but I fear that I am not strong enough to thrive without him.

Growing up in Winnetka, Illinois my sisters and I were relatively insulated from our father's success. I knew he was the head of a company, but as a kid I had limited knowledge of what my dad's job meant. That all changed for me when I went into management consulting with a rival firm, The Boston Consulting Group, and eventually enrolled at Harvard Business School. I was pointed out at BCG to coworkers and clients alike as Rajat Gupta's daughter. Classmates stared and whispered when my father had lunch with me in the campus dining hall. All of a sudden whenever anyone found out who my

father was, – whether it was a coworker, classmate or a professor – they made immediate assumptions about my family and my father, and had little hesitation about voicing them – I must not have seen him much, he must not have been a big part of my life growing up. Despite the long hours he worked and his grueling travel schedule, nothing could be further from the truth. Although I took it for granted at the time, when I look back it is hard to understand how my father could have built such a remarkable career in such a demanding industry while having four young children at home. Throughout my time as a consultant, I dreaded every Monday morning flight, and came back every weekend so drained I barely maintained a semblance of a social life, let alone a family. My father was away even more often than I was. However, the time he spent with us was more engaged and more “present” than simply having him around on a day to day basis could have been. In a family of constant book readers, my dad was the one urging us to put the books down, and pushing for more joint activities – card games, family breakfasts, even team room cleaning. He wanted to spend the time he had with us, not merely around us.

As the third child of Indian immigrants, I have had a very different life from the lives of my parents. Despite this I have always been amazed by my father’s ability to be compassionate and empathetic when faced with a problem completely unlike any that he has faced before. My father’s consulting career was so successful that he would seem an unlikely confidant when my own began faltering, but when I lost my job at BCG my dad was the first person I turned to for help. I felt incredibly lost – two years out of college with no skills to speak of, in a tough economy, with no real idea of what I wanted to do. I was experiencing everything that I had heard about losing a job – feelings of depression, worthlessness, and aimlessness – that I had never thought would happen to me. I was so unhappy that I took it out on those around me, particularly my family. Though I needed help, I also spurned it. Throughout the months that I spent without a job, my father was unfailingly patient. When I would rant about how my career was over, and he couldn’t possibly understand what it felt like, he listened and never once told me how ridiculous I sounded. He coaxed me out of the worst of my depression, and

helped me think about what kind of job might be a better fit. He spent hours and hours with me and reviewed dozens of drafts of my resume, helping me hone every word, and rejoicing when a section went down to two lines from three. When I look back on that time now I realize it was not as bleak as it seemed, and I am mortified by the way that I acted. Though I behaved like a child, my dad treated me like an adult, and because of him I was able to move on – both to a new job in marketing, and a new state of mind.

I had picked the job at BCG for all of the wrong reasons – the prestige of the organization, the high starting salaries, and a slight but ever-present desire to follow in my father's footsteps. Despite his own obvious affinity and skill for consulting, my father was able to think about it from my perspective when I could not. He counseled me to do what I loved, because otherwise success would always prove out of reach. He counseled me to think past the financial rewards, because no amount of money would make up for days, weeks and months passing by in frustration. Most importantly he showed me that if you are lucky enough to find something that you love, which you are truly great at, you can find a way to use your skills to make an amazing amount of positive difference in the world. This has been a central idea behind my father's own professional decisions, and has become a central idea behind mine. While I aspire to the success of his consulting career, I also aspire to the impact of his "second" career. At business school I saw classmates tempted by higher salaries, or conflicted with how to reconcile their desires to make a difference with their interests or capabilities. Throughout school, my father's career advice always resonated in the back of my mind, making every decision easier. My dad taught me how to bounce back from failure, and to view change as an opportunity. I know I will probably never be as successful as him, but because of him I am better able to face the setbacks that may come in the future. I really and truly don't know what I would have done without him.

A few years later I faced a very different, equally upsetting problem. Halfway through my first year at business school I broke up with my boyfriend of several years. To say I was devastated would be an incredible understatement. I wasn't eating, sleeping through the night or able to go more than a few hours without breaking down crying. While my now ex-boyfriend packed up to move out of our apartment I called my father in tears. Within a day he was in Boston, unfailingly calm while I was hysterical, taking me out to lunch, rearranging my furniture and hanging pictures so the apartment would feel "like mine again." They were such small things, but to me they made such a big difference. There are many people who can be empathetic, and many others who can think practically about a problem, but I think it is rare to find someone who has both the compassion to soothe you in times of stress, and the ability to execute on the things that will help you move past a problem. My dad has always been able to do both, which is probably why I, and so many others, turn to him first with any kind of problem. The fact that I was in this situation because I had made a decision – to live with my boyfriend – that my parents accepted, but did not necessarily condone, never even factored into the conversation. And the fact that my parents' only serious relationships had been with each-other didn't hinder his ability to understand what I was feeling. Since then I have found myself having the kinds of conversations with my father that one can more readily imagine having with a sister or a friend.

Though there is little that I keep from my parents, my dad is a much more private person. He rarely talks about himself, but every once in a while some passing thing will make him drop his normal reticence and tell me a story. When those times came along I would almost always sit quietly in rapt attention, asking a few leading questions, worried that the spell would break and my dad would start asking about me again. When I started at Harvard Business School these stories became more frequent. A visit to campus resulted in an uncharacteristic flood of little anecdotes – where the old dining hall was, how much tougher the professors were back then, the drastic increase in diversity from when he was one of only a handful of Indian faces on campus. He told me about his on-campus job, waking up at 5 am

every day to deliver newspapers on campus. He laughed while talking about how "cushy" delivering to the executive education program was compared to delivering to the dorms – they all subscribed to multiple papers making the trip more lucrative, the mailboxes were all on one floor eliminating the stairs. My father tells these kinds of stories laughing, never complaining. I was both horrified and awestruck at what my dad had to do to pay for his education, while he cheerfully paid the bills for mine. Beyond just the financial support, my dad took on a much greater challenge when he went to Harvard. It was a much less forgiving institution in those days, and he was far from home, without parents to support him, and no idea what to expect. When I started I had none of these challenges, and most importantly I had his help and guidance along the way. My father has unquestionably lived a harder life than what he was given to his family, but I have never once heard him complain, nor has he ever reminded us of how lucky we are.

Despite the differences in our lives at business school I felt a certain kinship with my father because of it, and I was devastated when my father couldn't come to my HBS graduation. My dad is rarely visibly upset, but he sounded so sad and regretful on the phone when he told me that his trial would be starting that week and he didn't think he would be able to come to my graduation. I tried to reassure him, but I know that my claims not to care sounded hollow, and I found myself uncharacteristically rushing off the phone – I was on the verge of tears, and I didn't want him to realize how upset I was. I know that the last thing that my dad wants is for anyone to suffer as a result of his conviction – least of all his family. However, the consequences can't be changed, so instead I find myself doing something I rarely do – keeping things from my father. He asked me once, with some hesitation in his voice, if anything had happened to me at school because of his legal problems. I laughed, and I lied. I didn't tell him about the news articles that magically appeared in my on-campus mailbox, or the scathing e-mail that circulated among first years calling for HBS to cut all ties with my father. Nor did I tell him about the well intentioned professors who suggested I take a year or two off to wait for

everything to "die down," or what it was like to try and maintain my composure in a classroom of 90 people when Preet Bharara arrived to speak in one of my first year classes.

While I find myself now worrying about what it would be like to lose my father to a prison sentence, the truth of the matter is that much of what I depended on I have lost already. When I see my father quiet or stressed the last thing I feel that I can do is ask him for help or advice. Knowing that his greatest priority is for me to be happy, I hesitate to ever tell him that I'm not. These lies of omission have escalated over time, as I've waited for a "better time" to burden him with my problems, and that "better time" has not come.

I hope that you can consider the circumstances my father and my family have lived under for the past few years as you consider his sentence. Many others may have pointed out the good that my father has done in the world – thousands of lives saved, lasting institutions built from the ground up. These are unquestionably great accomplishments, and I know that my father could do much more with his remaining working years. But, I ask you for leniency for selfish reasons. I depend on my father. My relationship with him has already changed drastically, and I cannot bear the thought of losing any more of him.

Sincerely,

Aditi Gupta

A handwritten signature in cursive script, appearing to read 'Aditi Gupta', written in black ink.